

HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS, NOT JUST OUTCOMES



Tweetchat Report

Lesson 5: How to hold each other to account for behaviours, not just outcomes?

#LeadingQI #QIHour

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What is our tweetchat series all about?

In October 2022, Warwick Business School held an inaugural ‘tweetchat’ in partnership with #QIhour to accompany a blog entitled ‘[Six key lessons from the NHS and Virginia Mason Institute partnership](#)’. Synthesising the key findings from the [NHS-VMI evaluation report](#), the blog incorporated a sketchnote as a vehicle for sharing these lessons far and wide; the result was a global conversation about how to lead continuous improvement within and across health and care settings.

The unprecedented success of our first combined ‘blog, sketchnote and tweetchat’ has led to a partnership with the influential [@HelenBevan](#) and [@LouWaters_QI](#) in collaboration with [#QIHour](#) to foster a global conversation through six additional monthly blogs, sketchnotes and tweetchats between January and June 2023. In each blog, we aim to unpack each of the ‘six lessons’ derived from the evaluation of the NHS-VMI partnership.

It was hosted by Warwick Business School in collaboration with #QIHour alongside a panel of quality improvement leaders from the NHS and the Virginia Mason Institute. The Panel Members are:

Sue Jenkins, Surrey & Sussex Healthcare NHS Trust	@KPOteam_SASH
Lee Sutcliffe, University Hospitals Coventry & Warwickshire	@Sutcliffe1987
James Owen, The Shrewsbury and Telford Hospitals NHS Trust	@SaTHImprovement
Jimmy Parvin, Leeds Teaching Hospital NHS Trust	@jimmy_parvin
Nicola Burgess, Evaluation Lead, Warwick Business School	@DrNicolaBurgess
Bryan Jones, Health Foundation	@BryanJns
Michael Anderson, NHS England	@MichaelNHSE
Nina Jaspal, University Hospitals Coventry & Warwickshire	@UHCW_KPO
Helen Bevan, Horizon NHS & Warwick Business School	@HelenBevan

We hope these blogs, sketchnotes and subsequent tweetchats ignite a global conversation and look forward to your feedback, reflections and responses.

June Tweetchat Report Summary

This report was produced to share insights from the fifth in our six-part series, "[Hold each other to account for behaviours, not just outcomes](#)", which took place on the 6th June 2023. A summary of participant responses is presented below.

Poll 1. Let's start with a poll!

- It was the first tweetchat for **26** (47.3%) respondents suggesting that the series is still garnering interest from QI professionals, **5** (9.1%) respondents shared that it was their second tweetchat, and **24** (43.7%) respondents have participated in 3 or more tweetchats.

Q1. What difference do respectful behaviours make for people at work? (Please share examples, good and bad, of the actions that show respect (or not) for others).

- The participants shared many views on why respectful behaviours make a difference at work. These include building trust and creating an environment to facilitate improvement work; enhancing openness to share ideas, opinions, solutions, problems, and feedback; making people feel valued and appreciated; and influencing how and whether people take the initiative, engage, or feel empowered at work.

Q2. What behaviours should people expect from their bosses in return for improvement contributions? And what can managers do to show support?

- The participants shared that they expect genuine interest from their managers and bosses, support, time, and a safe space to carry out improvements, they expect managers' support when problem-framing, as well as feedback, recognition, and the celebration of improvement success, efforts, and progress. There was the view, that there should be no negative consequences for unfavourable outcomes, as all experiences are learning lessons.

Q3. Are there situations when a written agreement about the leadership behaviours required for leading improvement might be useful and add value?

- Participants shared that written agreements are useful when: (1) setting expectations and enabling accountability, (2) new teams are formed, (3) there is new leadership, (4) there is working across organisational and sector boundaries, and (5) there is planned organisational change. However, some participants were also wary of written agreements becoming "just another piece of paper."

Q4. How can we create a safe space to 'call out' when things go wrong, work together to make sense of the problem and engage in collective problem-solving?

- Many examples were shared on how to create safe spaces, these included huddles, Liberating Structures, Holacracy practice of 'Processing Tensions' and Psychological Safety Pizza. The views also included getting feedback, being prepared for learning and unlearning, displaying consistency in leadership behaviours, the importance of sharing failures and vulnerability in creating safe spaces, so that teams can learn and grow from them together.

Figure 1 presents a summary of the themes and keywords that emerged from the tweetchat responses.



Figure 1: Lesson 5 Tweetchat Themes Summary

Tweetchat Activity Summary

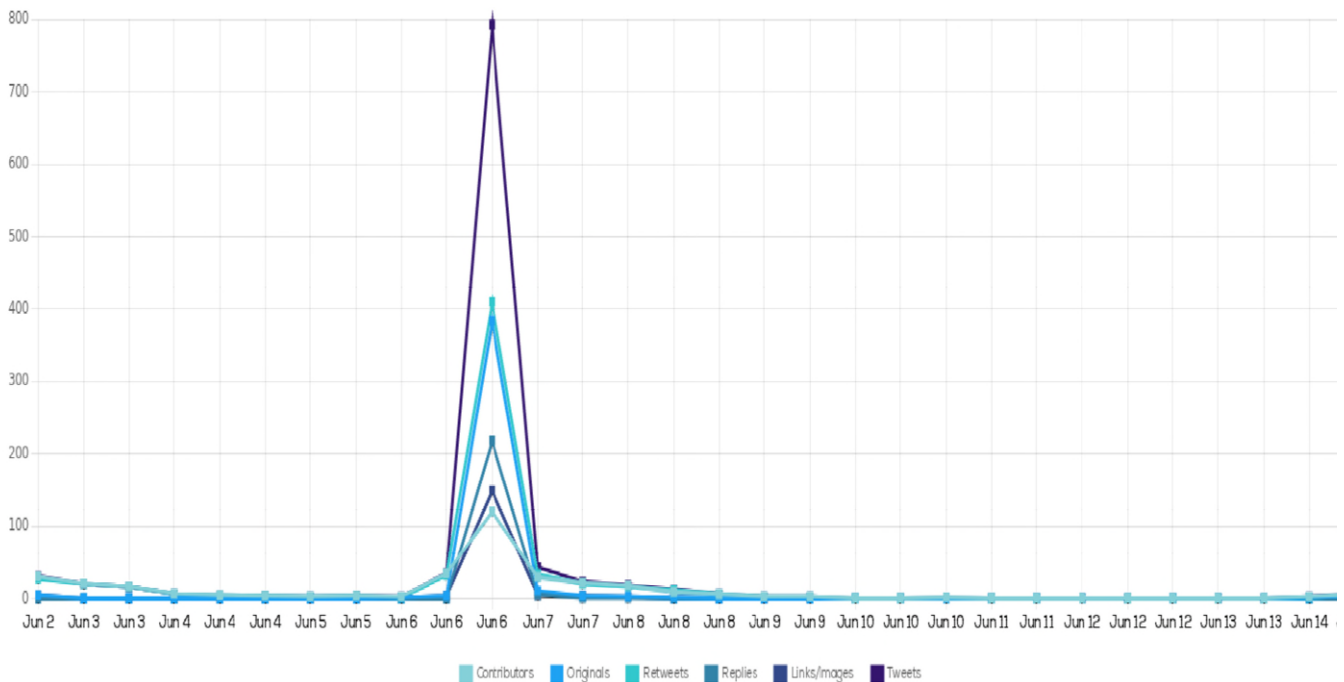
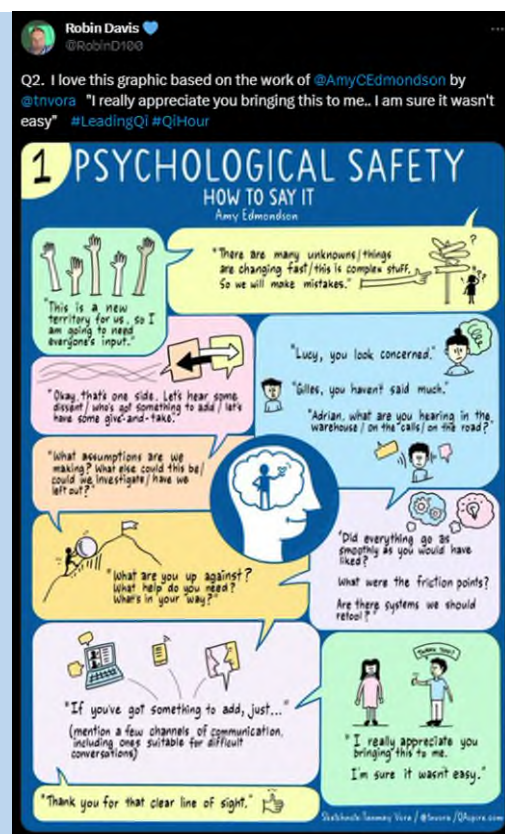


Figure 2: Tweetchat 5 Activity Summary

The tweetchat ran from 7–8pm BST on 6th June 2023. The graph above shows tweet activity increasing on that day, the tweetchat had **183 participants**, who generated **396 original tweets** and **475 retweets**. Unlike the previous three sessions, #LeadingQI and #QIHour did not trend in the United Kingdom.

Most Popular Tweet of the Session

The most retweeted (34) and liked (84) tweet made by @RobinD100, has garnered over **12'700 views**. It was in response to Q2: What behaviours should people expect from their bosses in return for improvement contributions? And what can managers do to show support?



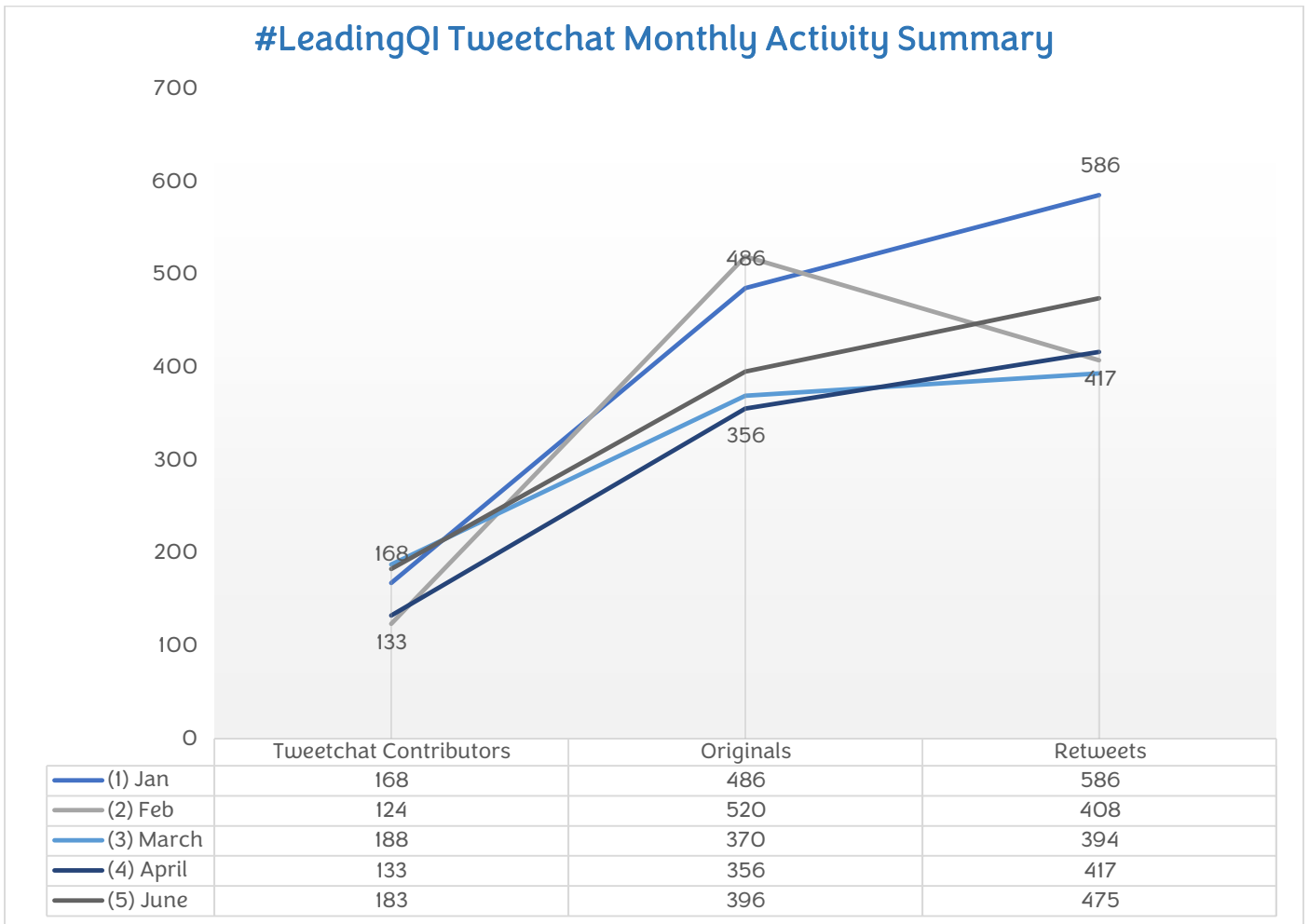


Figure 4: #LeadingQI Tweetchat Monthly Activity Summary


The tweetchats have shown steady participation and engagement over the past few months (See Figure 4). The **tweetchat contributors** are the number of persons tweeting during the session, this ranges from 124 to 188. They generated between 356 to 520 original tweets and 394 to 586 retweets. **In the 5th tweetchat session, there were 183 contributors, who generated 396 original tweets and 475 retweets, a total of 871 tweets.** This represents a monthly average of 159 tweetchat contributors, 426 original tweets and 456 retweets. It also indicates that each hour tweetchat session generates between 773 and 1072 tweets using the #LeadingQI handle.

Q1. What difference do respectful behaviours make for people at work? (Please share examples, good and bad, of the actions that show respect (or not) for others).

Q1. Lesson 5 argues 'respectful behaviours are non-negotiable', and vital for building relationships. What difference do respectful behaviours make for people at work? (Please share examples that show respect (or not) for others). Use #LeadingQ1 and #Q1Hour in your answer

Q1. What difference do respectful behaviours make for people at work? (Please share examples, good and bad, of actions that show respect (or not) for others)

Please remember to add Q1 & the hashtags #LeadingQ1 & #Q1Hour to your answer



7:07 PM · Jun 6, 2023 · 19.5K Views

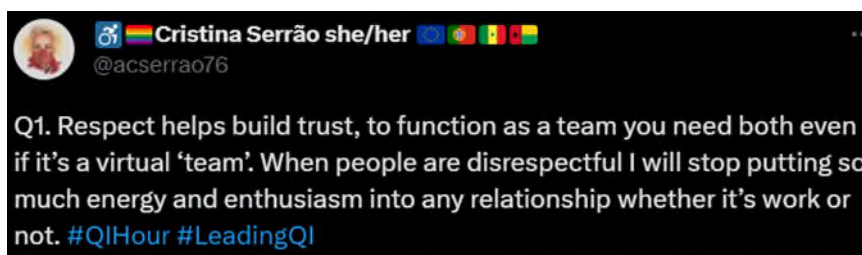
Participants shared that **Respectful Behaviours** make a difference at work because they:

- Build trust and create an environment to facilitate improvement work,
- Enhance openness to share ideas, opinions, solutions, problems, and feedback,
- Make people feel valued and appreciated, and
- Influence how and whether people take initiative, engage, or feel empowered at work.

Respectful behaviours build trust at work...

@SueholdenNHS shared that, "It is the consistency of behaviours that builds trust which in turn **creates an environment where improvement flourishes.**"

@acserrao76 replied that,



Cristina Serrão she/her @acserrao76

Q1. Respect helps build trust, to function as a team you need both even if it's a virtual 'team'. When people are disrespectful I will stop putting so much energy and enthusiasm into any relationship whether it's work or not. #Q1Hour #LeadingQ1

@fideluwas shared respectful behaviours, "**Promotes trust, Happiness, fulfilled wellbeing and safe work place. High quality safe care, efficient productivity, sense of ownership, pride and belonging.** Lack of respect low moral, lack of engagement and poor patient outcome."

@DrBalsamAhmad replied that, "Respectful behaviours include trusting relationships, believing and **helping unlock the potential of team members;** recognising talent & growing it."

@joyfurnival replied that, "**Respect can mean different things to diff people,** is polite, civil, honest, transparent, trustworthy, valuing difference/alt opinions, indifferent to status, accountable for mutually agreed stuff & honouring promises.

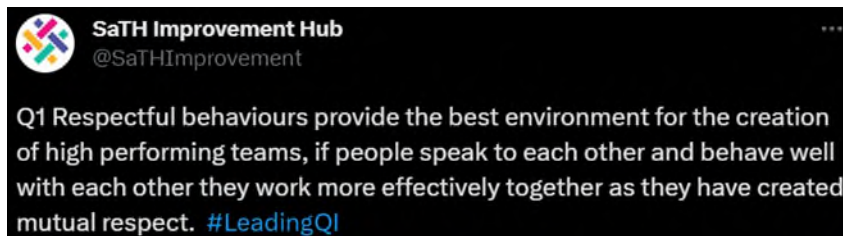
@DavidAinsNHS shared, "for me it's about enabling people to **bring more of themselves to the workplace** for then we can truly experience safe and inclusive success."

Respectful behaviours make a difference to the culture and work environment...

@KPOteam_SASH shared, “Respectful behaviours are crucial for **creating both the best environment for staff to work, thrive and perform in and to create the best outcomes for patients.** Check out the <https://t.co/dl5qDCebuB> work.”

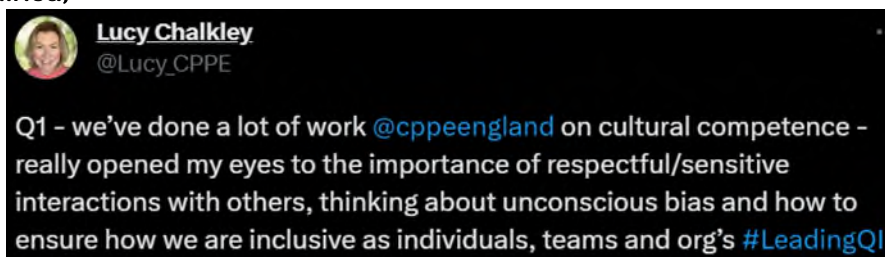
@KPOteam_SASH added that, “Respectful behaviours are **key to developing a sustainable culture of continuous improvement.** No respect: no improvement.”

@SaTHImprovement shared a similar view,



@VM_Institute replied, “Respectful behaviours are non-negotiable. **Without a respectful workplace psychological safety, cross-functional teamwork, idea sharing, stopping the line, etc. just are not achievable.**”

@Lucy_CPPE explained,



@teacherfeature2 replied,

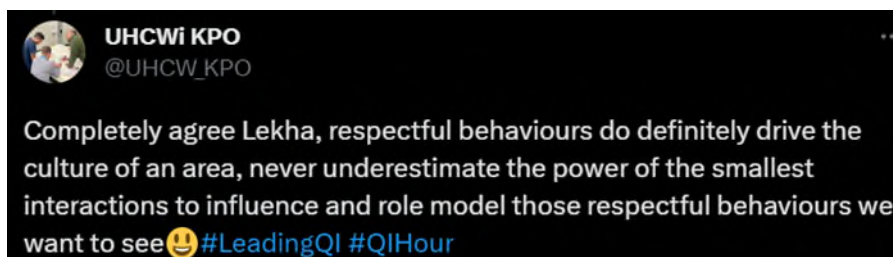
“Respectful behaviours, particularly in the **very small daily interactions, cumulatively create a ‘culture’.** This standard way of doing things becomes the norm and the everyday backdrop for people’s professional (and to a certain extent their personal) lives.”

This response had much agreement,

@OTSophie replied to @teacherfeature2, “Completely agree! **It’s the small actions that make big impact on relationships,** the foundations need to be laid to create that culture.”

@DrEmilyRowe also replied to @teacherfeature2, “I agree with this respectful behaviours are can be such **seemingly “small” actions, but over time they become the norm** and foundational in a work environment.”

@UHCW_KPO replied to @teacherfeature2 as well saying,



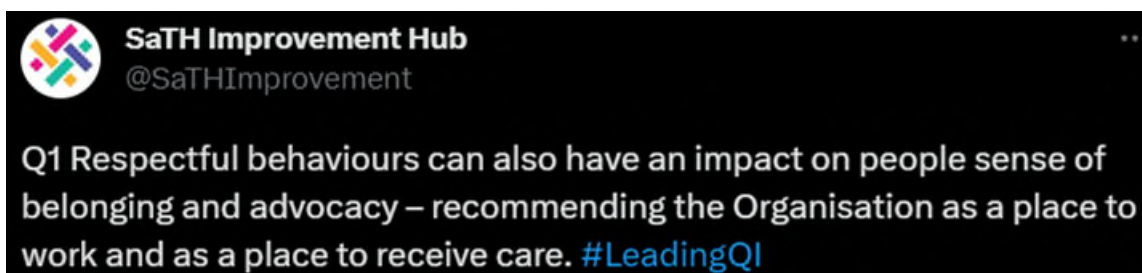
@KPOteam_SASH shared that,

“Respect for people is an underlying principle of developing an improving culture. James P Womack's article "respect for people" describes 5 steps to show respect.”

@KPOteam_SASH shared examples such as, “Going to the genba (the place where the work is done) asking why, and genuinely asking for solutions in terms of how things can be done better is key to creating a continuously improving environment and culture.”

@KPOteam_SASH also added, “ask staff what the problem is 2. discuss what the real root cause of the problem might be 3. ask what should be done 4. ask how they will know when the problem is solved 5. agree action that the staff can implement and test.”

@SaTHImprovement shared an important point explaining that,



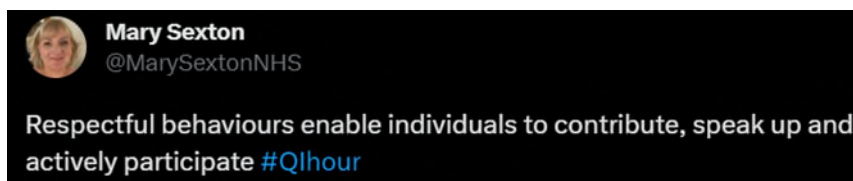
Respectful Behaviours make a difference when Sharing Opinions, Solutions & Feedback...

@Sutcliffe1987 shared that,

“Respectful behaviours are the basis of whether I’m going to share my opinion/feedback, it’s the foundation of our connection and whether you are part of mu network. We don’t have to agree but I need to see respect.”

@VM_Institute shared this example, “a team member who doesn’t feel respected likely won’t share ideas for improvement. The best innovations are developed by harvesting many ideas from a cross-functional team. The lack of respect stops idea sharing in its tracks.”

@MarySextonNHS replied,



@KPOteam_SASH shared the view that, “those that do the work and want to improve the work should have an equal voice and be the ones that come up with solutions.”

@guhawtin replied that it is important to, “learn from each other and respect all views. People will share if they are respected and listened to and feeling valued #AHPSupportWorkers at all levels.”

@AlyMcKechnie shared, “Respectful behaviours supports everyone acknowledging them as the expert in their own experiences so vital to support change that matters to them.”

Respectful Behaviours make people feel valued & appreciated...

@AnnieK_is_okay replied, “Interesting question. In lots of ways respect and trust seem to be very much aligned. Seen respect 4 a quiet team members' point in meetings lead to them taking more initiative. Possible they felt more valued?”

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@BryanJns shared,



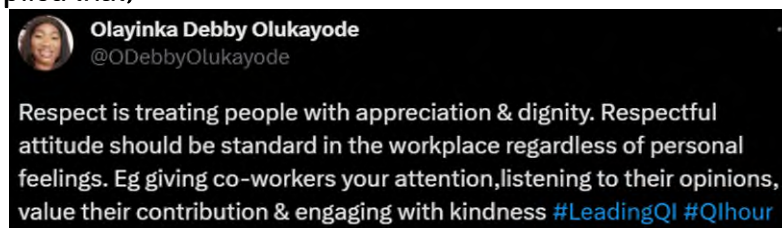
@SaraTurtle replied, "I agree, (respectful behaviours) should be non-negotiable. It's the difference in making people want to be at work + **give of their best** to not wanting to be there + unable to give of their best. It impacts not only the staff involved in the disrespect but bystanders + ultimately patients too."

@DrNicolaBurgess shared a similar view,

"On a professional level, respectful behaviours make me feel valued, motivates me to work hard and be the best version of myself."

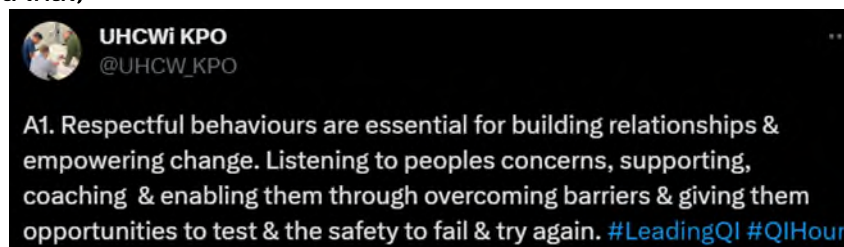
@DrEmilyRowe shared the view, "Respectful behaviours are essential for every work environment, they are the basis of **creating harmonious work relationships so that people feel appreciated and want to contribute**, and teams can share ideas, collaborate, address problems productively."

@ODEbbyOlukayode replied that,



Listening to understand and with intrigue are forms of respect...

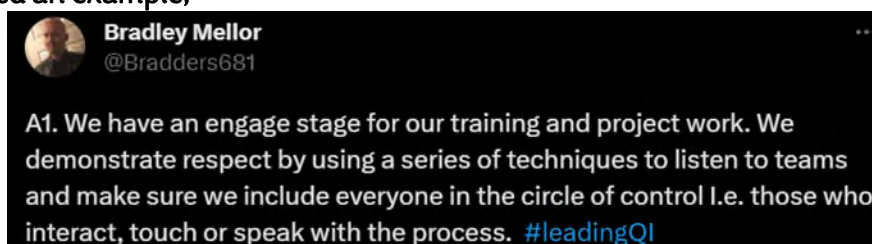
@UHCW_KPO shared that,



@jimmy_parvin shared that, "Listening to understand rather than to respond is something I've had to work hard at (and still do). I'm disappointed when I hear leaders ask a question as a way of sharing their own ideas / perspective."

@Sutcliffe1987 shared a similar view replying, "Respectful behaviours are **listening with intrigue and inviting input and not listening to respond**. I think a great example we saw in COVID was some of our teams talked more about how people were, its respectful to recognise the persons more holistically."

@Bradders681 shared an example,



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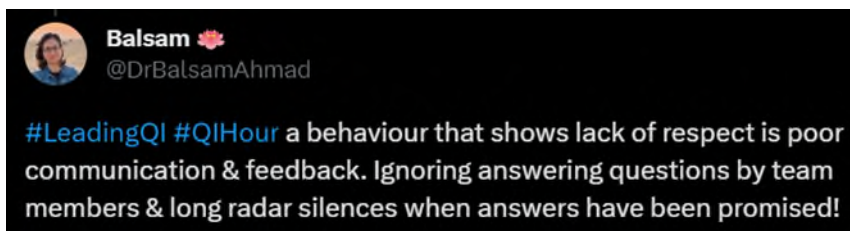
@Bradders681 further explained, “We have seen a difference as **one of the techniques is based on the chimp paradox and allows people’s views to be heard**. Everyone has an opportunity to put forward what they feel about the current state and what they want from the future.”

Some examples of disrespectful behaviours were shared by tweetchat participants, these included...

“Leaders who only try and lead from their office or on the basis of what reports tell them are not showing their team respect”, as explained by @KPOteam_SASH.

@LauraPolkQI shared, “I have recently experienced being in a meeting where a member deliberately put their back to me and spoke directly to everyone else. **Including everyone in a conversation is demonstrating good behaviour.**”

@DrBalsamAhmad shared that,



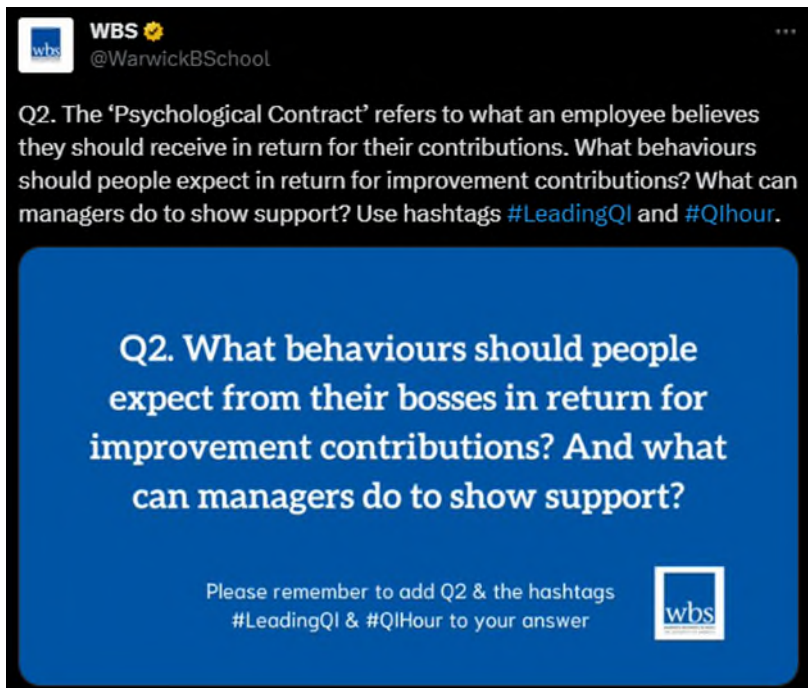
@DrNicolaBurgess shared that,

“...Nothing makes me feel less ‘myself’ and less valued than ‘micromanagement’!
Good example: coaching behaviours are an example of respect, working with others rather than ‘doing to’.”

Question 1 Summary

@DrNicolaBurgess reflected this “is a difficult question, it's not often we think about what respectful behaviours are to us, or why they are important! We only tend notice when our beliefs about the behaviours we expect of others are unmet and we subsequently feel let down”. The tweetchat participants shared different views on why respectful behaviours make a difference for people at work, a summary of themes is visually represented in Figure 5. Key areas include building trust and creating an environment to facilitate improvement work and increasing openness to share ideas, opinions, solutions, problems, and feedback. Participants also shared that respectful behaviours make people feel valued and appreciated, consequently influencing whether they would take the initiative or feel empowered at work. @heuswarner explained that “without respect there is a huge risk to the organisation: disengagement in particular which in turn leads to missed opportunities for improvement, healthy debate and positive working relationships.” Overall, the participants agreed that respectful behaviours influenced engagement and the sense of belonging, ownership and advocacy, as these behaviours are foundational to a healthy culture and work environment.

Q2. What behaviours should people expect from their bosses in return for improvement contributions? And what can managers do to show support?



The participants shared that they expect:

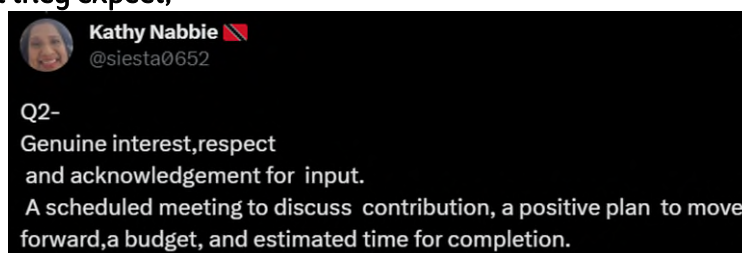
- Genuine interest from their managers and bosses,
- Support, Time, and a Safe Space to carry out improvement,
- Managers' support when problem-framing,
- Feedback, recognition, and the celebration of improvement success, efforts, and progress.

Some participants shared that they expect Genuine Interest in improvement work & contributions...

@LauraPolkQI replied, "Actively and genuinely asking about the improvement. Seek their opinions. Share in meetings at all levels. Particularly being positive about when things don't go to plan to show it wasn't a waste of time and effort."

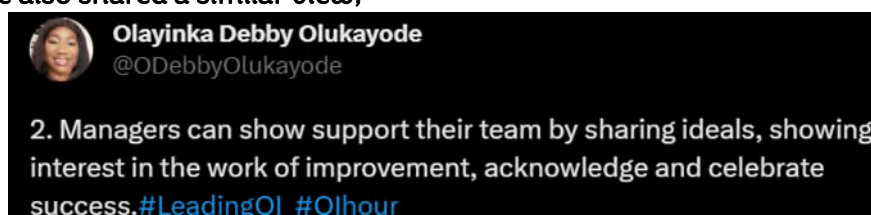
@Sutcliffe1987 replied to @LauraPolkQI, "Its the authenticity and being genuine that's really key, I think being positive is good but also being realistic when its not going well."

@siesta0652 shared that they expect,



@DrNicolaBurgess shared that, "Managers can show support to those leading improvement by showing an interest in the work (including the why of improvement), being curious about the process, listening to stories about the improvement endeavour, and share and celebrate success."

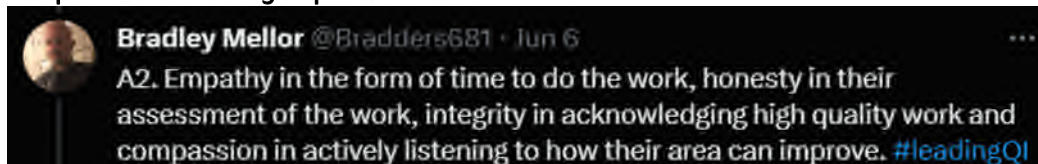
@ODEbbyOlukayode also shared a similar view,



Participants expect Support, Time & a Safe Space to improve...

@DavidAinsNHS shared, “#LeadingQI for me it’s about an open culture to embrace improvement as part of everyone’s job in seeking to do our collective best for those who need us most and **managers need to help with unlocking complexities and creating headspace so colleagues can fly**”.

@Bradders681 explained that they expect,



@Sutcliffe1987 replied to @Bradders681 saying, “**The giving of time is a great behaviour to model and expect, something we often overlook.**”

@jimmy_parvin also replied to @Bradders681, “This links me back to the Japanese concept of 'muri', the waste of unreasonable expectation. Perhaps a more hidden form of disrespectful behaviour but all too common?”

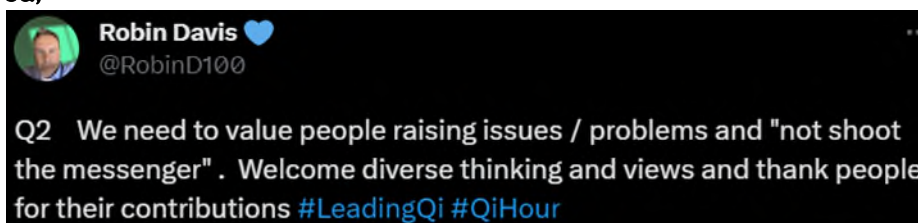
@SashaCPersaud also joined the conversation saying, “Management should provide the enabling bottom-up behaviours. **Allow the space and time for improvement to be executed.**”

@acserrao76 replied, “Every day is a school day for me, never a failure just a learning experience. **The burn isn’t so bad if you have people around you who are change agents and improvers too. I want to have the space to reflect, learn and grow without criticism and judgement.**”

@guhawtin shared, “I think it has to work both ways but know your boundaries & respect each level but at the same time be able to think outside the box and use us to our full potential to share and improve together. **To be able to express views and have no fear of rocking boat.**”

@Sutcliffe1987 replied to @guhawtin, “It’s that career fear we cant have it as it doesn’t help, I need to be able to share.”

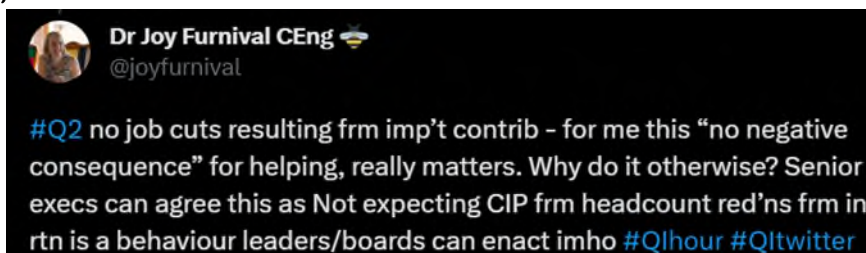
@RobinD100 shared,



@Sutcliffe1987 replied to @RobinD100, “Really key, if we all get shot for saying its bad we get the worst outcome, the false sea of green and that doesn’t do anything for anyone. Tell the truth and thank people for doing the same.”

@teacherfeature2 also replied to @RobinD100, “Agree with this. **I think sometimes candid feedback can be perceived as 'being negative'** and it’s important we shift the mindset on this and instead accept different perspectives and look at it through the lens of continuous improvement.”

@joyfurnival shared,

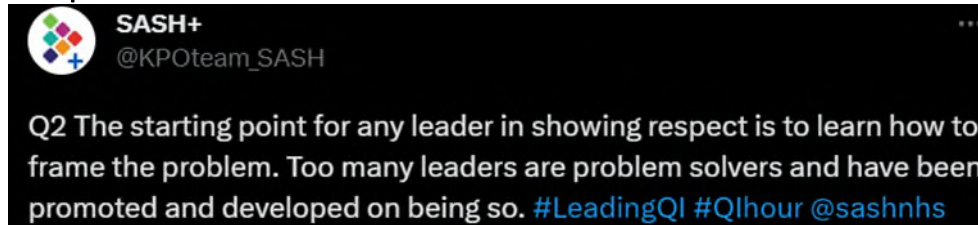


Participants expect Managers support when Problem-framing...

@VM_Institute replied, “Managers can show support by **leading with problem framing. This empowers team members by ensuring the problem is clear and by giving the time and space to test out ideas.** Embedded in this is transparency and vulnerability on the part of the leader.”

@BryanJns shared that, “Managers play key role in fostering improvement e.g. **by encouraging independent thinking & problem solving** – especially in improvement-led providers.”

@KPOteam_SASH replied,



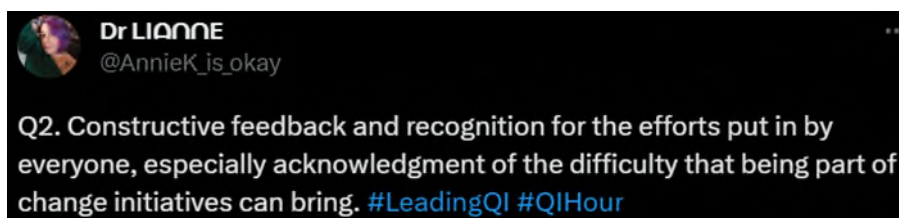
@KPOteam_SASH added that, “Becoming a problem framer means that there will be times when somebody else's ideas doesn't work as planned. How you respond as the leader of a team, service or organisation is key to whether the next idea will be generated and tested or not.”

@KPOteam_SASH further shared, “Becoming humble, recognising that you don't need to have all the answers and framing problem which support your staff and teams to come up with and test the solutions is actually a really freeing place to be in.”

Participants expect feedback, recognition, acknowledgment and celebration of success, efforts, and progress...

@jimmy_parvin replied, “**I expect feedback on my contribution.** Putting in the effort and never knowing the outcome often undermines the motivation to contribute in the future.”

@AnnieK_is_okay shared that they expect,

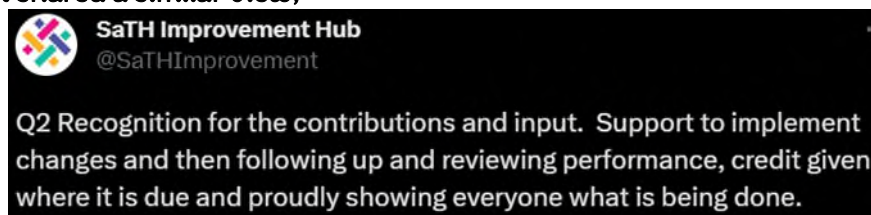


@DrBalsamAhmad had a similar response saying that they expect, “**Acknowledgment: Constructive feedback & making one feel valued.** Celebrating achievements no matter how small. In everything good communication is important.

@UHCW_KPO replied to @DrBalsamAhmad, “Completely agree Balsam! **Celebrate the small wins, hopefully this creates a snowball culture leading to continuous improvement!**”

@corregoFAD shared, “**Recognizing and valuing the ideas and contributions of all staff, big or small, is crucial for success!** #teamwork #collaboration.”

@SaTHImprovement shared a similar view,



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@DrEmilyRowe shared, “I believe that when someone or a team is doing well and excelling, those efforts must be acknowledged publicly and not only a by the way thanks behind closed doors.”

@Sutcliffe1987 replied to @DrEmilyRowe asking, “Do you think this depends on the persons preference, If I don't like public recognition does that still meet my need from my boss?”

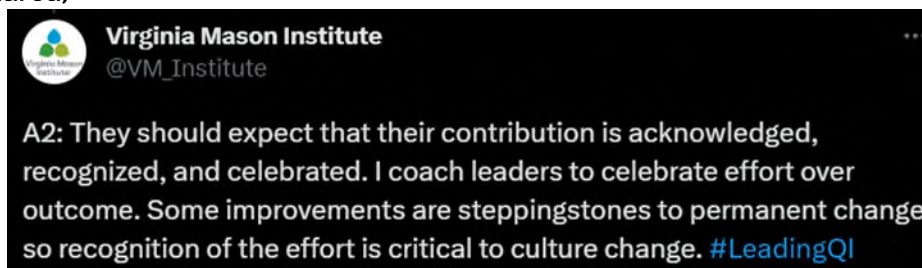
@DrEmilyRowe replied to @Sutcliffe1987 saying that, “The relationship and preference would determine how, but giving appropriate and authentic recognition is what matters.”

@SaraTurtle shared,

“I'd want to be treated with respect & appreciation but not just in return for my improvement contributions. I think genuinely walking the walk, getting out there, engaging, encouraging, showing respect will support improvements.
If staff feel valued, they'll give value.”

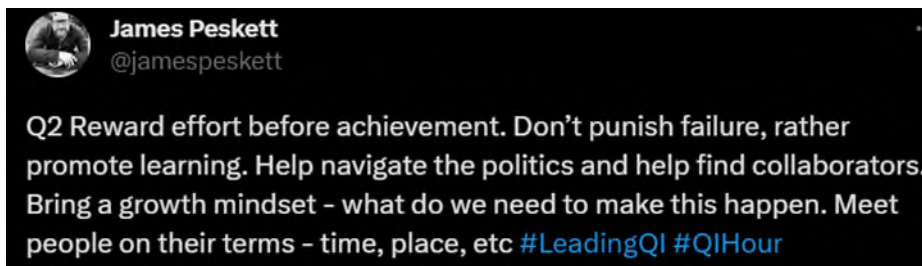
@Lucy_CPPE explains, “For me, it's about celebrating contributions/successes, allowing space for teams to take action but being available if needed for support/remove barriers. Also to energise or help maintain momentum when meeting challenges/obstacles.”

@VM_Institute shared,

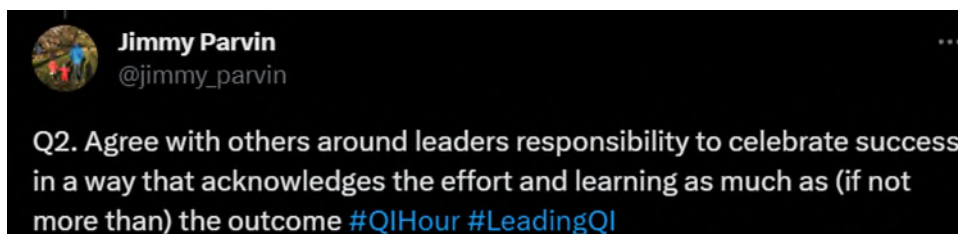


@UHCW_KPO replied to @VM_Institute, “Really connect with the celebrating effort over outcome, this again just reinforces creating psychological safety for teams to just try!”

@jamespeskett shared this view,



@jimmy_parvin shared,



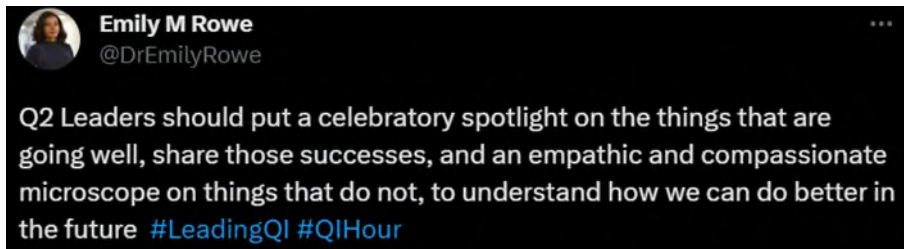
@KPOteam_SASH replied to @jimmy_parvin, “Completely agree Jimmy. We should be celebrating the smallest of successes and not waiting until it is all sorted.”

Lesson 5: How to hold each other to account for behaviours, not just outcomes?

@clujinmyheart was quite candid, “Don't ask me to do something you are not willing to do yourself. I like to see a manager who actively brings in the quiet/ team periphery colleagues in a kind and considerate way- and ensure their contribution is acknowledged every time.”

@girl_kevins replied to @clujinmyheartm, “This is so important in a team to bring everyone in, even looking at how we can bring those quieter in the conversation and how we get and celebrate their contributions.”

@DrEmilyRowe shared that,



@UHCW_KPO had a similar view, “Bosses should have an authentic responsive & nurturing leadership style with the ability to adapt their approach based upon individuals needs. Genuine gratitude & acknowledgement of the value of improving our daily work & celebrating the impact more widely.”

Some other expectations...

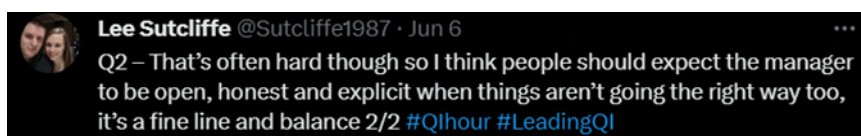
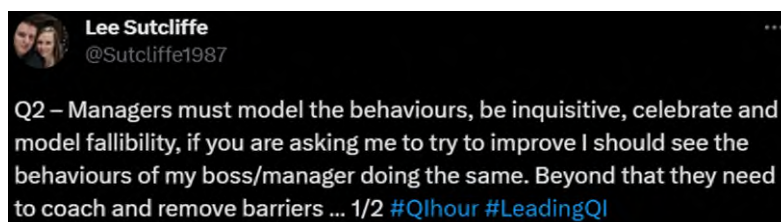
@SaTHImprovement shared, “It's very important for leaders to role model behaviours consistent with an improvement approach. On our SaTH Improvement courses, we teach Leader Standard work to help with these routines.”

@SaTHImprovement also added,



@Sutcliffe1987 shared a few insights, “I think this starts with the question of how do you want to be lead? Needs differ & support must flex to the individual. In teams I think agreeing universal statements that apply to all, so the behaviours I expect from you are the same I support you with.”

@Sutcliffe1987 added,



@KPOteam_SASH replied, “In an environment of CI leaders need to expect to find out what they don't know. Some of that wont be good news and how leaders respond is key to generating that safe environment where others can share and explore the ideas they have in the future.”

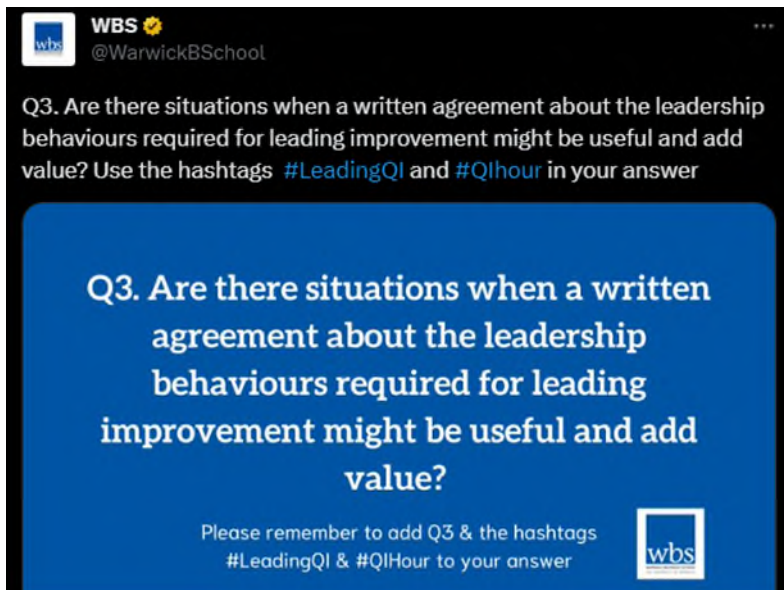
Question 2 Summary

Diverse perspectives emerged in response to this question, as participants all have different expectations of what **they believe** they should get in return for improvement contributions. Some participants shared that they expect genuine interest from their leaders and managers, while others, expected time, support and space to carry out improvements. Some participants focused on the need for support especially when things are difficult and during problem-framing, while not taking over the work. Overall, there was a significant focus on expecting recognition, acknowledgement and the celebration of success and improvement efforts. Also, there was the view that no punishments or negative consequences should be attributed to unfavourable outcomes, as all experiences are learning lessons. Since all the responses could not be shared in this section, a summary of themes captured are shown in Figure 6.



Figure 6: Question 2 Word Cloud

Q3. Are there situations when a written agreement about the leadership behaviours required for leading improvement might be useful and add value?



Participants shared that written agreements are useful when:

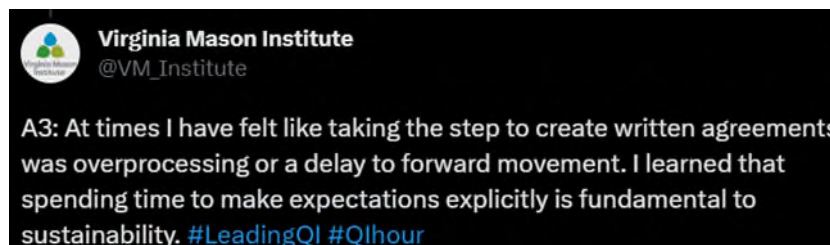
- setting expectations and enabling accountability,
- new teams are formed,
- there is new leadership,
- there is working across organisational and sector boundaries, and
- there is planned organisational change.

However, some were wary of written agreements becoming “just another piece of paper.”

Written Agreements are useful when they set expectations...

@SashaCPersaud replied that, “Psychological Safety is built on the foundations of open and honest communication. This goes for all involved in leading improvement not solely managerial level. **Written agreement sets transparent expectations.**”

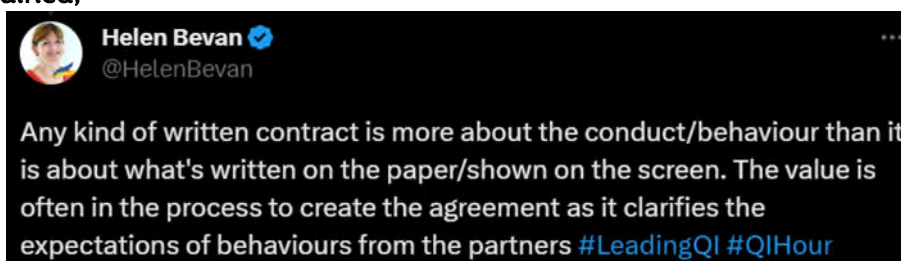
@VM_Institute reflected that,



@Sutcliffe1987 replied to @VM_Institute, “It's the **balance of doing it right and making it clear us doing it quickly and then having to go back and clarify**, its the same amount of time just spent at different ends of the journey.”

@Lucy_CPPE shared, “**Setting ‘ground rules’ to ensure psychological safety /set expectations** but I am going to challenge this statement too - the agreement shouldn't restrict the ability to flex to the needs of the individual and or project, being adaptive in approach.”

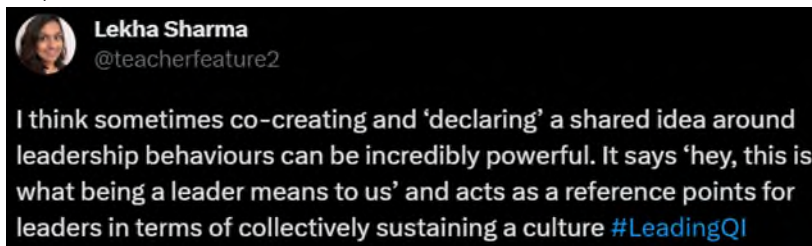
@HelenBevan explained,



Lesson 5: How to hold each other to account for behaviours, not just outcomes?

@UHCW_KPO shared that, “A written agreement developed locally with the team, **with explicit leadership behaviours maybe required for leading improvement as it enables people to respectfully challenge behaviours irrespective of hierarchy**, or experience & allows for role modelling.”

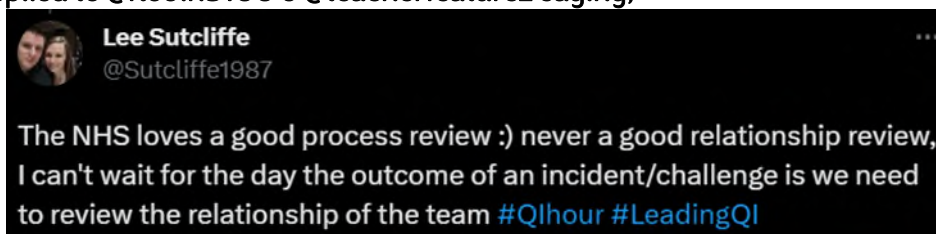
@teacherfeature2 replied,



@Sutcliffe1987 replied to @teacherfeature2, “**We don't do co-design enough, we seem to do it about pathways but not relationships.**”

@RobinD100 replied to @Sutcliffe1987 & @teacherfeature2 sharing the view that, “**Perhaps if we reviewed more relationships and team dynamics, we might need less process reviews!!?**”

@Sutcliffe1987 replied to @RobinD100 & @teacherfeature2 saying,

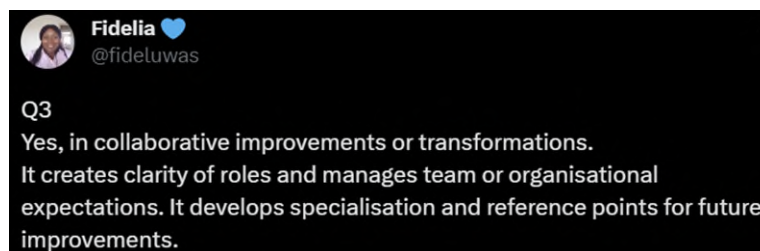


@acserrao76 shared a similar view, “Oh and I LOVE when they are #coproduced so that **there's more ownership of them. People are more likely to behave in a positive manner too** when #coproduced and opinions valued.”

@DrEmilyRowe shared that, “A written agreement **adds value by setting expectations**, but it also does not need to be set in stone, situations change and the agreement can be a living document which adapts to reflect that.”

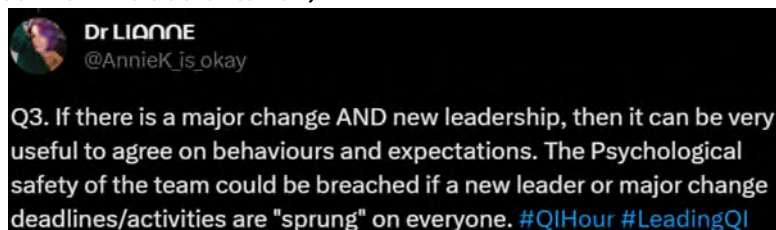
Written Agreements are useful when new teams are formed, are working across boundaries, or to facilitate change & transformation...

@fideluwas replied,



@AlisonLathwell2 shared, “When **transformation is across organisation, professional & sector boundaries**. 'I' & 'we' leadership statements can help surface sovereign & collective ownership of collaborative change.”

@AnnieK_is_okay shared that it is useful when,



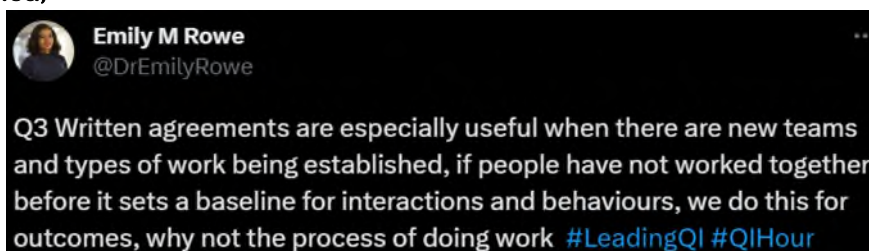
Lesson 5: How to hold each other to account for behaviours, not just outcomes?

@DrNicolaBurgess replied to @AnnieK_is_okay, “Agree with you. **A new ambition coupled with new leadership is a great time to think deeply about the kind of relational behaviours** that can guide you towards a new, shared goal.”

@DrBalsamAhmad replied, “Yes-**during organisational change & when new teams are formed**. A Co-produced written agreement spelling expectations & leadership behaviours/shared values can be a useful guide: useful but not necessary (helps if needs to be revisited).”

@guhawtin shared a similar view, “this is useful and is of value when **a new team comes together** to achieve together respect and leadership and this will only be an abler for improvement.”

@DrEmilyRowe replied,



@KPOteam_SASH replied,

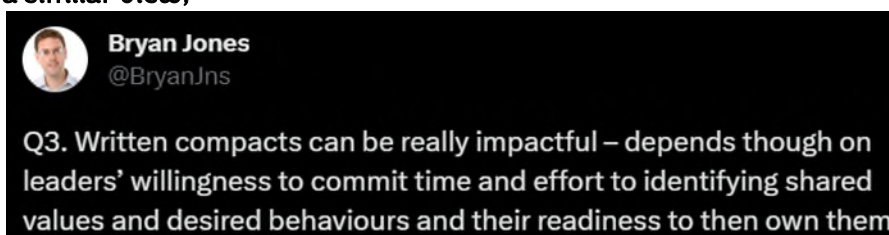
“Where people are coming together across organisational boundaries who may have very different cultures and/or understanding of what really effective working together looks like is a great opportunity to develop a compact.”

@KPOteam_SASH also added that it is useful for, “**System wide working on developing new services or pathways** are great examples of where compacts may be really useful and add value.”

@jimmy_parvin replied to @KPOteam_SASH, “In the same way a shared vision set the direction, **shared and explicit expectations around responsibilities and behaviour creates a framework distributed leadership and collaboration**. Esp important when tackling some of the more wicked problems.”

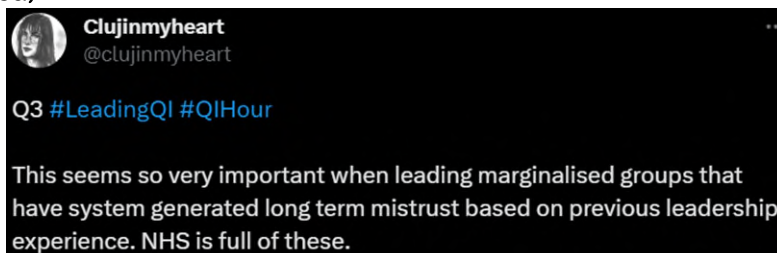
@UHCW_KPO replied to @jimmy_parvin & @KPOteam_SASH saying, “Love this response Jimmy! **It also allows us to model what we want our leaders in our organisations to look like**. This should be made visible from recruitment!”

@BryanJns shared a similar view,



@Bradders681 replied to @KPOteam_SASH, “**Evidence shows compacts have worked well in the past**. Every situation is contextual and I think in the context of embarking on a new endeavour it would be entirely appropriate.”

@clujinmyheart reflected,

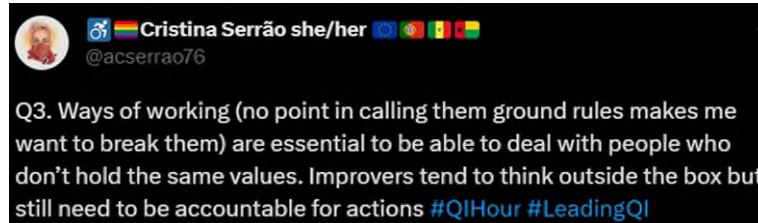


Written Agreements are useful for enabling Accountability...

@VM_Institute replied that, "A written agreement is useful when expectations are implicit and assumed. Times of change require clarity around expectations before improvements can be made. **Making responsibilities and behaviours explicit reduces assumptions and increases accountability.**"

@Sutcliffe1987 explained, "I think being explicit, written and signed adds value, **it sets a standard to hold yourself & each other to account by.** It gives people a piece of paper to point at when they aren't being followed rather than pointing at a person."

@acserrao76 shared,



@KPOteam_SASH replied that, "a compact (summary of gives and gets and acceptable behaviours) can and **should be used as a reference point to hold one another to account.**"

@KPOteam_SASH added, "But if you dont have an agreement, which has been developed by all, and something is going wrong **you dont have a reference point to hold others to account.**"

@LauraPolkQI shared the view that, "It's good for a well performing team to agree to a compact, but it's about members feeling psychologically safe to **respectfully hold each other to account.**"

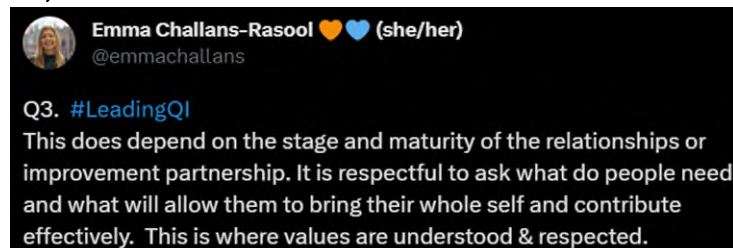
@jimmy_parvin shared that, "@VM_Institute taught me to write the 'compact' with the team to enable them to self-regulate. That way **you can refer them back to their own commitments and ask them if they are collectively 'on track'.**"

Participants shared views on when written agreement might not be so useful and when it depends...

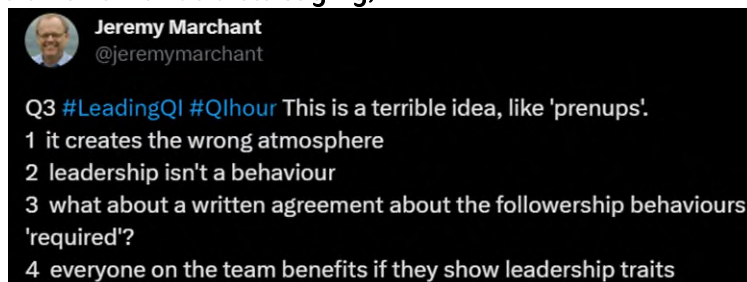
@RobinD100 shared, "Not sure on this. If we have to call on a written agreement the relationship is quite where it should be.... " **You only look at the contract when things are going wrong?!**"

@Bradders681 replied to @RobinD100, "**Not sure about a written agreement either,** assessment of leadership in this area with a coaching assessment would be more appropriate? That way the situation becomes more reciprocal."

@emmachallans replied that,



@jeremymarchant shared an alternative view saying,



Participants shared concerns of it being just “another piece of paper” ...

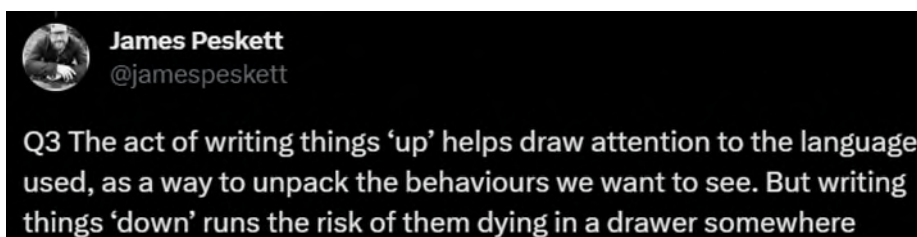
@SaraTurle reflected, “Could be but wary of just being another one day wonder thing that isn't worth the writing. It's about the doing in practice. Living the civility + leadership behaviours. Maybe you could write up + share something as a result of leadership behaviours bringing value.”

@RobinD100 replied to @SaraTurle, “I like the idea of reflecting with a team / leader on “how are we doing at working together?” but less convinced about agreeing something before hand... **just feels like another bit of paper?**”

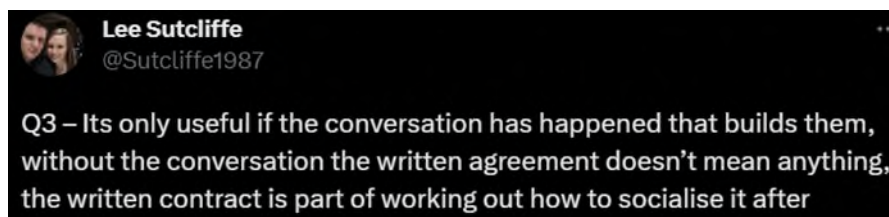
@DrNicolaBurgess replied to @RobinD100 & @SaraTurle saying,

“In the blog I try to clarify the importance of routine reflections on behaviours. Pieces of paper get forgotten, posters get ignored, but weekly reflections that are mandated can drive lasting relational change.”

@jamespeskett shared,



@Sutcliffe1987 shared the view that,



@LauraPolkQI shared a similar view, “It's a good start to have documented ideal leadership behaviours, **but it needs to be brought to life and be used.**”

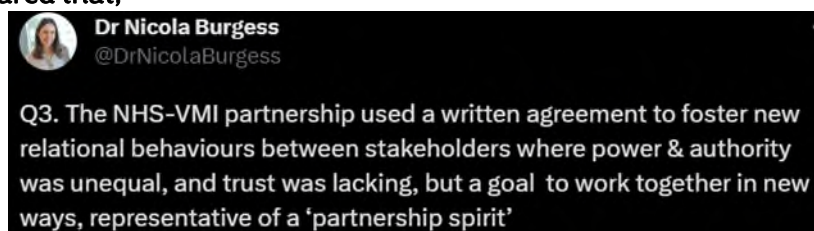
@DrNicolaBurgess replied to @LauraPolkQI, “Agree - its a good start, **but only useful if it is brought into conversations on a regular basis.**”

@Sutcliffe1987 also replied to @LauraPolkQI, “It's definitely about the living it, without that it's another **piece of paper.**”

Participants also shared examples of Written Agreements...

@SaTHImprovement explained that, “**SaTH developed a Behaviour Framework in 2021** which features the behaviours we accept/don't accept within the organisation linked to each of our 4 Trust Values.” **And also added that, “The Values and the Behaviour Framework** is aligned to our talent conversation/appraisal to encourage people to consider how, what they do (and any improvements) contribute towards the values, behaviours, and vision of the organisation.”

@DrNicolaBurgess shared that,



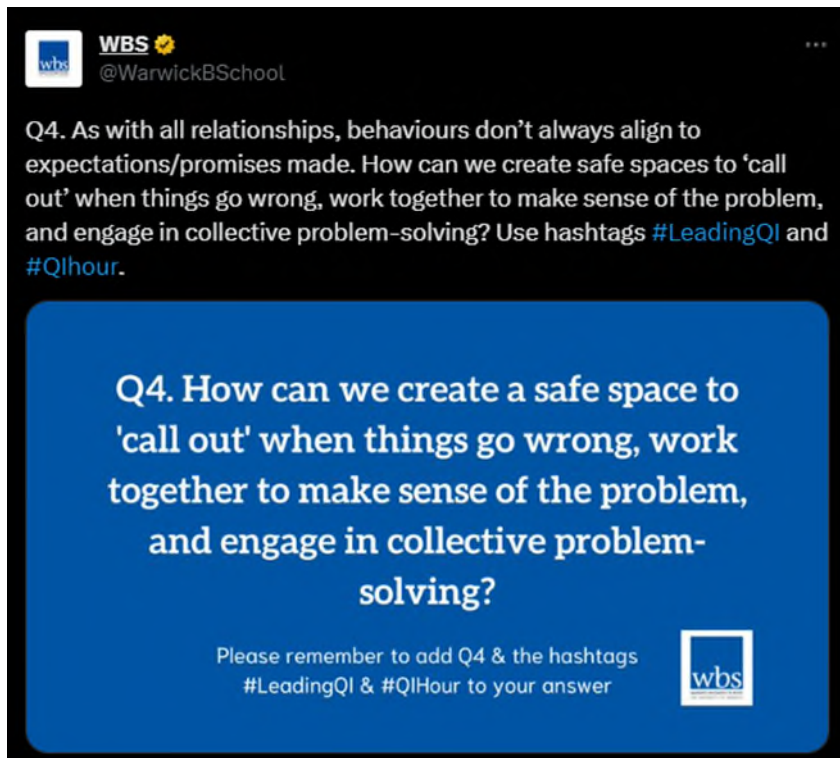
Question 3 Summary

Most participants explained that written agreements or compacts are useful in situations when: setting expectations, new teams are formed, there is new leadership, there is working across organisational and sector boundaries, and there is planned organisational change. Many participants also agreed that written agreements are important for enabling accountability by creating a useful reference point, however, some shared views that they are only useful under certain conditions or were wary of written agreements becoming “just another piece of paper.” As all of the responses could not be shared in this section, a summary of the themes captured from the responses are shown in Figure 7.



Figure 7: Question 3 Word Cloud

Q4. How can we create a safe space to 'call out' when things go wrong, work together to make sense of the problem and engage in collective problem-solving?



Participants shared opinions on creating safe spaces to 'call out' when things go wrong, work together to make sense of the problem and engage in collective problem-solving. Examples included:

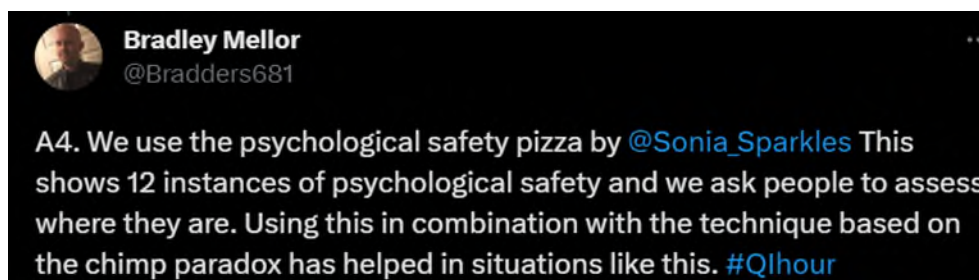
- Having regular huddles,
- Using Liberating Structures and Psychological Safety Pizza,
- Getting feedback, being prepared for learning and unlearning,
- Displaying consistency in leadership behaviours, and
- Addressing issues and concerns with organisational culture.

Participants shared examples safe spaces and ways to "call out" behaviours and outcomes...

@BryanJns replied that, "PROMPT maternity safety training has created a climate where people act to ensure others behave in ways aligned with maternity unit standards."

@Sutcliffe1987 replied, "Taking people out of their environment works, we sometime do work outside of the hospital even in a different building to get them to reflect, its a luxury but helps."

@Bradders681 shared,



@clujinmyheart replied, "I once worked (outside the NHS) in an organisation that required everyone to acknowledge one thing they regret doing that week. One was pulled out a hat at the weekly meeting (which involved morning breakfast as a team) and reflected on collectively."

@girl_kevins replied to @clujinmyheart, "This is a great idea and I really think would help teams, being honest and raw and open and supporting each other. Love this idea."

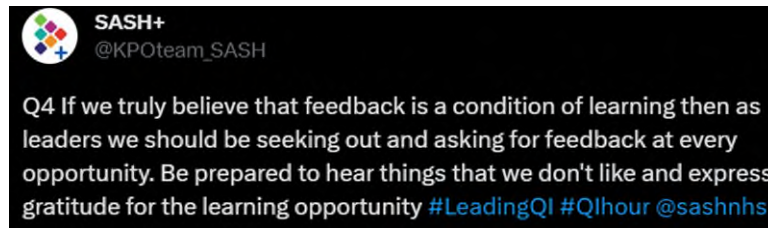
@MatthewMezey shared, "Don't wait for things to go wrong, but normalise practices that give everyone a voice - eg Liberating Structures + the Holacracy practice of 'Processing Tensions'. Keep creating adaptive spaces across boundaries where people can find allies, test ideas etc."

Participants shared their views on how to create safe spaces...

@KPOteam_SASH explained, “Being prepared to find out what we don't know and responding appropriately is key to creating that safe space. Responding with “how did that happen and why didn't we know about that?” is not helpful.”

@KPOteam_SASH also shared that, “Leading from the centre is key to how we do this well in the NHS. Coming up with 10 point high impact changes that must be delivered immediately does not promote collective problem solving for organisations that are struggling is a view that some may have!”

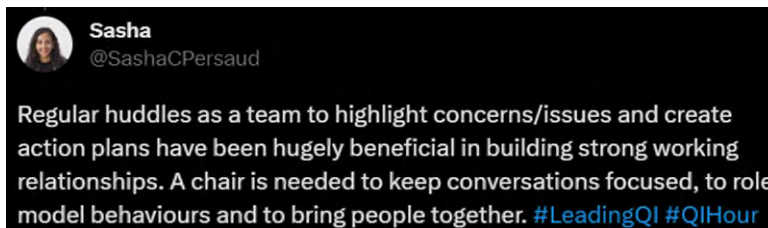
@KPOteam_SASH further added,



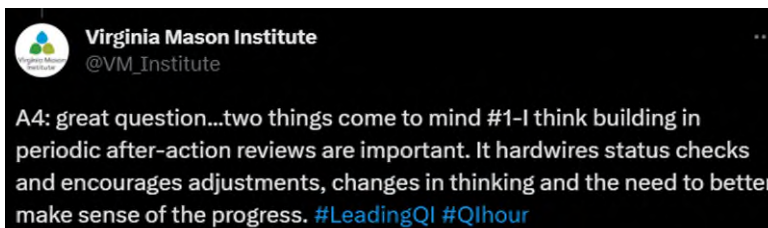
@RobinD100 shared a similar view, “As a leader we have to go first and ask for feedback (especially when we think we haven't got it right). I love the radical candor framework from @kimballscott I am more comfortable in the ruinous empathy quadrant but I am trying to improve @SallyVaughan37.”

@Sutcliffe1987 shared, “I think you can start by creating a space to model it, we promote huddles as a first step into doing it, that then hopefully spreads but someone has to lead and do it first so others follow.”

@SashaCPersaud shared a similar view,



@VM_Institutereplied,



@Sutcliffe1987 shared that, “@VM_Institute taught us the value of framing from the patient perspective, if we look at the same thing from a different perspective its surprising how safe we become. #HCPsarepatientstoo”.

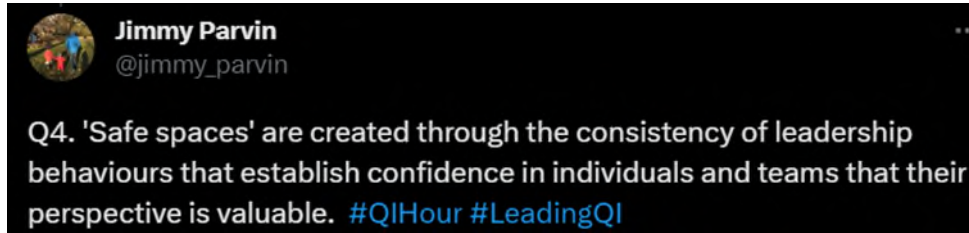
@SaTHImprovement replied to,

“Empower and enable people to address things, by having agreed expectations and goals on behaviours allows people to say when these are not being met.”

@DrBalsamAhmad replied, “Great question. Could engage in coaching for leaders and teams with the help of an experienced coach including experience in the organisational context; team always days; carefully chosen team building activities inviting the voices of all involved.”

Lesson 5: How to hold each other to account for behaviours, not just outcomes?

@jimmy_parvin shared that,

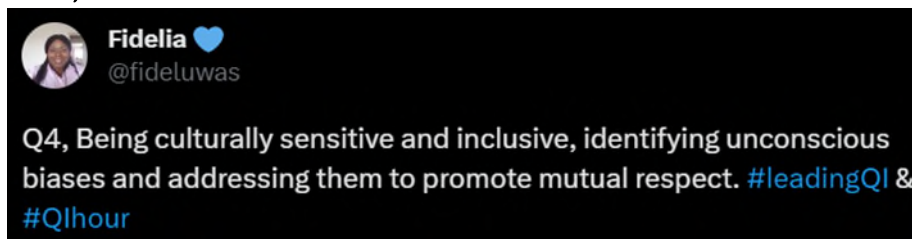


@Sutcliffe1987 replied to @jimmy_parvin, "Great answer, anywhere is a safe space with that consistency."

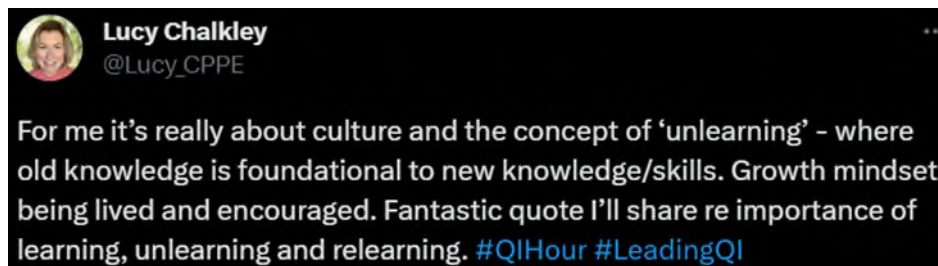
Participants shared views on Safe Spaces as part of team and organisational culture...

@AnnieK_is_okay replied that, "Having set meetings where we use the 6 hats method to discuss current progress or lack of progress, next steps, etc. It has to be cultivated as the culture early, along with quick stand-up/15 minute meetings with smaller teams."

@fideluwas shared that,

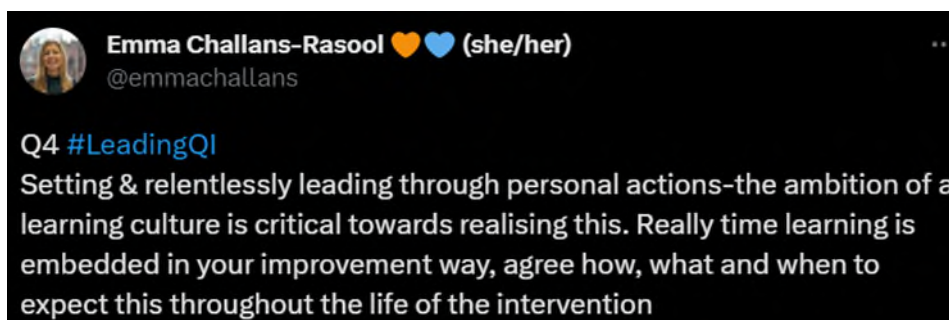


@Lucy_CPPE shared that,



@clujinmyheart replied, "I'd like to make a point about cultural competency here. In a team we ignore it at our vast cost, and it is a really strong bond easily formed."

@emmachallans shared that,



@emmachallans also added that, "the very fact people are in this space tonight, encourages me that we want to learn, grow and nurture a culture for improvement. Starting with our why and fuelled by our people... don't allow the learning tank to dry up..."

@LauraPolkQI queried,



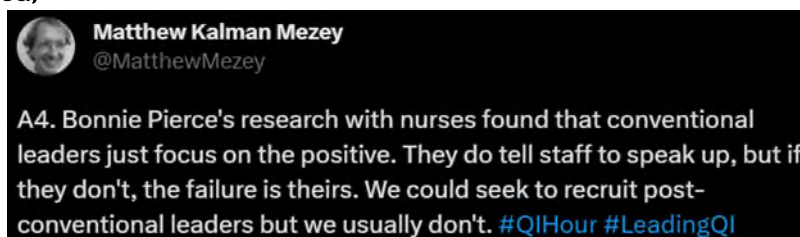
@DrNicolaBurgess replied to @LauraPolkQI, "I agree, **I think there are many many people who do or say things that negatively impact others without realizing it.** I'm sure I have been guilty of it and I've certainly experienced it. Its good to start from the point that a person may not realize the impact they have."

@DrEmilyRowe also replied to @LauraPolkQI, "This is very important, do people recognise what they are doing is received as "bad behaviour", **that might be a normal interaction for them.**"

Participants explained the value of sharing failures and having empathy when things go wrong...

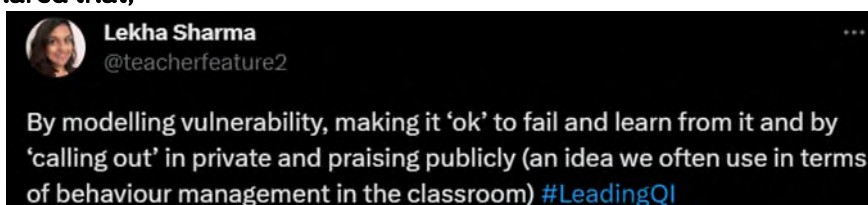
@jimmy_parvin replied, "Wondering about **the impact of sharing failure?** I'll always remember a time I stood up in front of a group of senior leaders and told them I'd forgotten to review the work they had submitted. I received applause not condemnation. Massive impact for me."

@MatthewMezey shared,



@acserrao76 replied, "Check yourself and how you respond, **be the leader people don't hide from failures.** Be curious to other view points and open to change of mindset AND get comfortable with the uncomfortable."

@teacherfeature2 shared that,



@RobinD100 replied, "We need to be honest, **if something isn't working we need to call it and try to understand why.** Its easy to say but hard to do."

@SueholdenNHS explained that "Intention matters, coming from a place of genuine care makes the difference to how it is received. **'Calling out' should always be clothed with care, kindness and compassion.**"

@DrEmilyRowe reflected, "I used to think that having an anonymous issue box was a good idea until I realised that **if they have to raise issues "secretly" they are likely in an environment where it does not feel safe to call things out.**"

@UHCW_KPO shared, "**Leaders need to role model the behaviours they wish to see in their teams.** By being open & transparent to learn from when things went well & not so well. In the KPO daily huddles we discuss learning from the previous day, what went well and even better if!"

@jamespeskett explained that "Connecting this to leadership behaviours, **I think it's important to role model how you invite comment and then react to criticism in a calm, constructive way.**"

Question 4 Summary

Many examples were shared on how to create safe spaces to “call out” behaviours and outcomes when things are not going well, work together to make sense of the problem and engage in collective problem-solving. Examples included huddles, Liberating Structures, PROMPT maternity safety training, Holacracy practice of 'Processing Tensions', Psychological Safety Pizza and the Regret Hat. The views included getting feedback, being prepared for learning and unlearning, displaying consistency in leadership behaviours, and addressing issues with organisational culture. The tweetchat participants explained the importance of having empathy, being kind and compassionate when calling out situations, as sometimes persons are unaware of how their actions may affect others. They also revealed the value of sharing failures and their vulnerability in creating safe spaces, so that teams can learn and grow from them together. A summary of the themes captured from the question 4 responses are shown in Figure 8.



Figure 8: Question 4 Tweet Highlight Word Cloud

Coming Up Next...

The sixth and final tweetchat in this series will be held on **Tuesday 11th July 2023** from 7-8pm BST.

A blog, [Measurement for performance improvement - in search of the golden thread](#), written by Dr. Nicola Burgess has been posted to start the conversation.

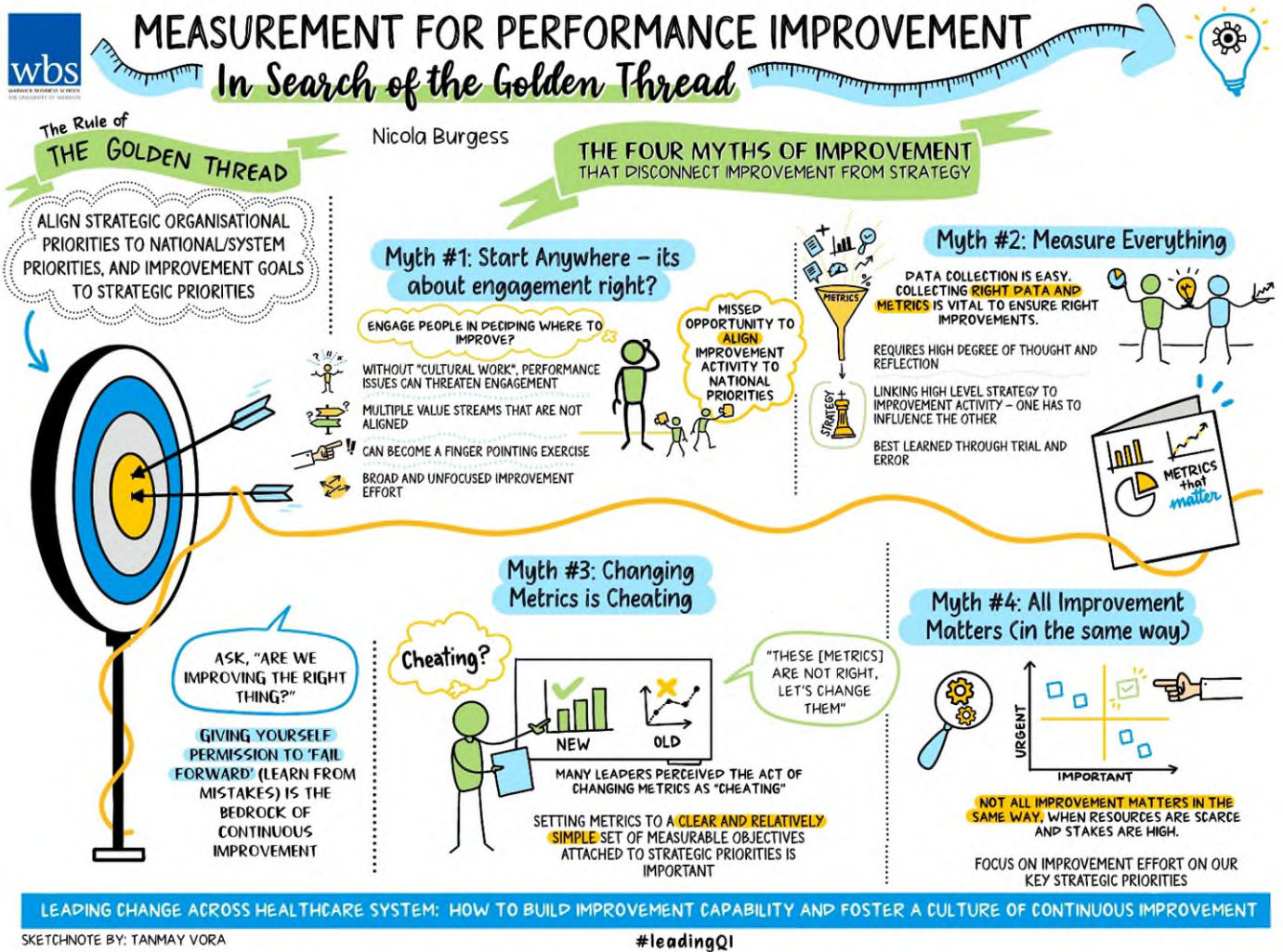


Figure 9: "Measurement for Performance Improvement: In Search of the Golden Thread" Sketchnote by [Tanmay Vora](#) (July 2023)

Interview Invitation

Would you like to share your views on building improvement capability in healthcare teams, organisations and systems?

Please contact Dr. Nicola Burgess at Nicola.Burgess@wbs.ac.uk to arrange an interview.

Core Resources

Reports

- NHS-VMI Evaluation Report, [Burgess N](#) (2022), Warwick Business School, “[Leading change across a healthcare system: How to build improvement capability and foster a culture of continuous improvement: lessons from an evaluation of the NHS-VMI Partnership](#)”.
- Tweetchat Report, [Waters, L](#) (2022), “[How to build improvement capability and foster a culture of improvement](#)”.
- January Tweetchat Report, Rowe, E & Burgess, N, Warwick Business School, [Lesson 1: Building cultural readiness as foundation for better QI outcomes](#).
- February Tweetchat Report, Rowe, E, Warwick Medical School, [Lesson 2: How to build an effective infrastructure for improvement](#)
- March Tweetchat Report, Rowe, E, Warwick Medical School, [Lesson 3: Leaders light the path and show the way for others](#)

The 4th and 6th Tweetchat Reports can be found [here](#).

Blogs

- Burgess, N (2022), Warwick Business School, “[Six key lessons from the NHS and Virginia Mason Institute partnership](#).”
- Burgess, N (Jan 2023), Warwick Business School, “[Build cultural readiness as the foundation for better quality improvement](#)”
- Burgess, N (Feb 2023), Warwick Business School, “[How to build an 'improvement infrastructure' in an organisation](#).”
- Burgess, N (Mar 2023), Warwick Business School, “[Leaders show the way and light the path for others](#).”
- Burgess, N & Rowe, E (April 2023), Warwick Business School, “[Why social networks are vital for continuous improvement](#).”
- Burgess, N (June 2023), Warwick Business School, “[Hold each other to account for behaviours, not just outcomes](#)”.
- Burgess, N (July 2023), Warwick Business School, “[Measurement for performance improvement - in search of the golden thread](#)”.

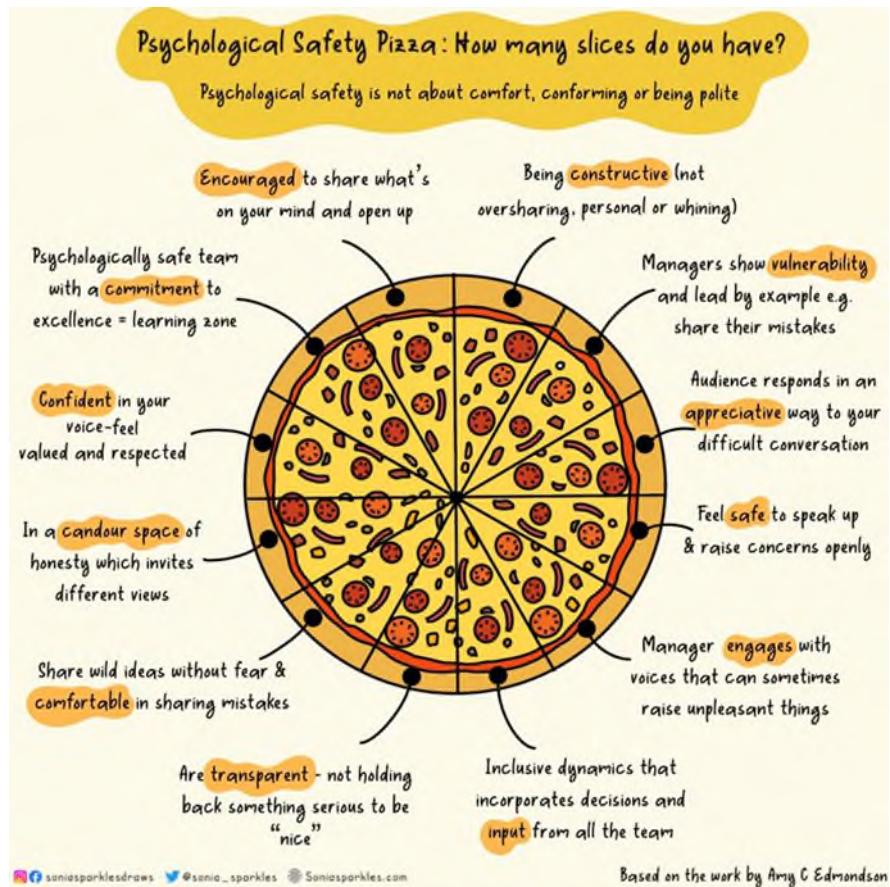
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Shared Resources

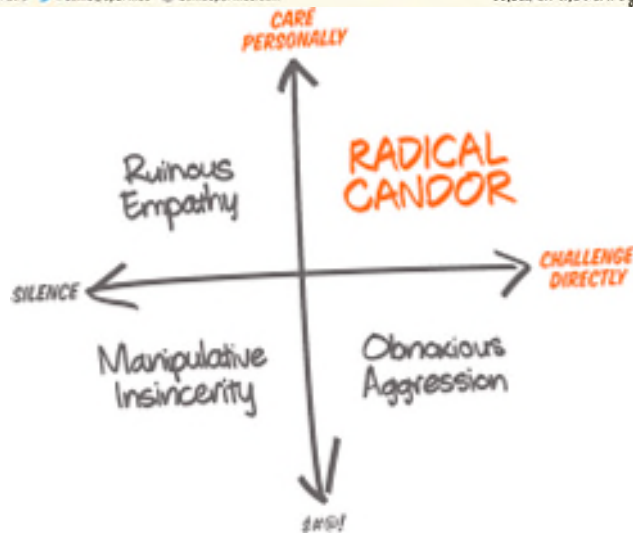
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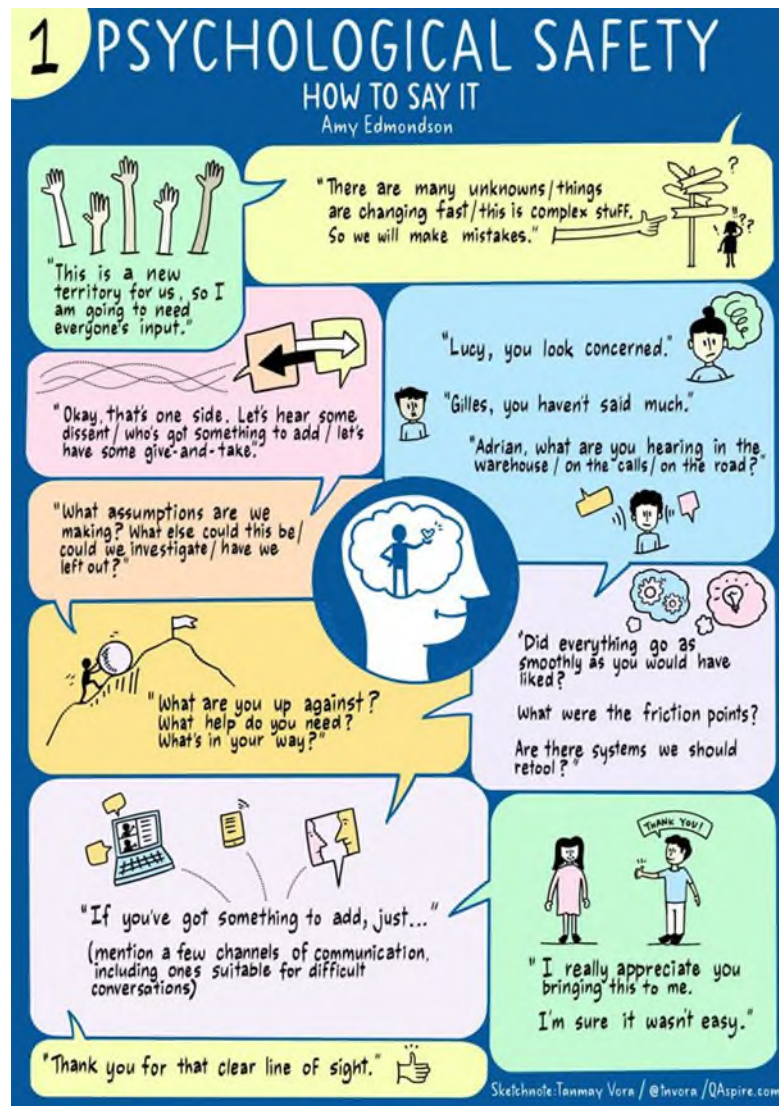
Resource:

@Bradders681



@RobinD100





@RobinD100

@BryanJns

PROMPT Maternity Standards: [How to be a very safe maternity unit: An ethnographic study](#)

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[What roles do middle managers play in implementation of innovative practices?](#)

Written by: This report was produced by Dr Emily Rowe for Warwick Business School.

Tools & Resources Used: The analytics are provided by Tweet Binder for the #LeadingQI and #QIHour hashtags during the period of the 2nd-14th June 2023.